DOT Temporary Restrictive License Kaizen Event Report Out

" TRL Transformers"

December 6-10, 2010

The Opportunity

Mark Lowe

The "TRL Transformers" Team

Sharon Christensen

Team Members
Sharon Christensen

Team leader	**Lisa Michaelson, DHS**
Facilitator	**Mike Rohlf-IDED**
Members	**Brandie Mccuen-Burgos, DOT**
	Jane Holtorf, DOT
	Dave Titcomb, DOT
	Sharon Christensen, DOT
	Dawn Hackleman, DOT
	Kathy Mclear, DOT
	Karmella Heuer, DOT
	Michelle Linkvis, AG
	Geoffrey Cadogan, DOT IT
	Tammy Lamb, Principal Financial Group

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Scope

Karmella Heuer

This event will address the TRL (Temporary Restrictive License) process in the Motor Vehicle Division from the time the request or application is received to when the TRL is in their hand.

Goals
Jane Holtorf

1. Reduce lead-time by 50%, from 30 days to 15 days

2. Reduce the number of steps by 50%

Objectives

Kathy Mclear

1. Less clicking – More efficient process to make the process better for external customers and internal staff
2. Faster process
3. Denial letters, more choices as to why the customer is not eligible
4. Approvals/ Denial Letters being more clear for the customer on what is needed for a TRL
5. Less steps in the process of a TRL
6. TRL Lift Letter that's easier to understand by the customer

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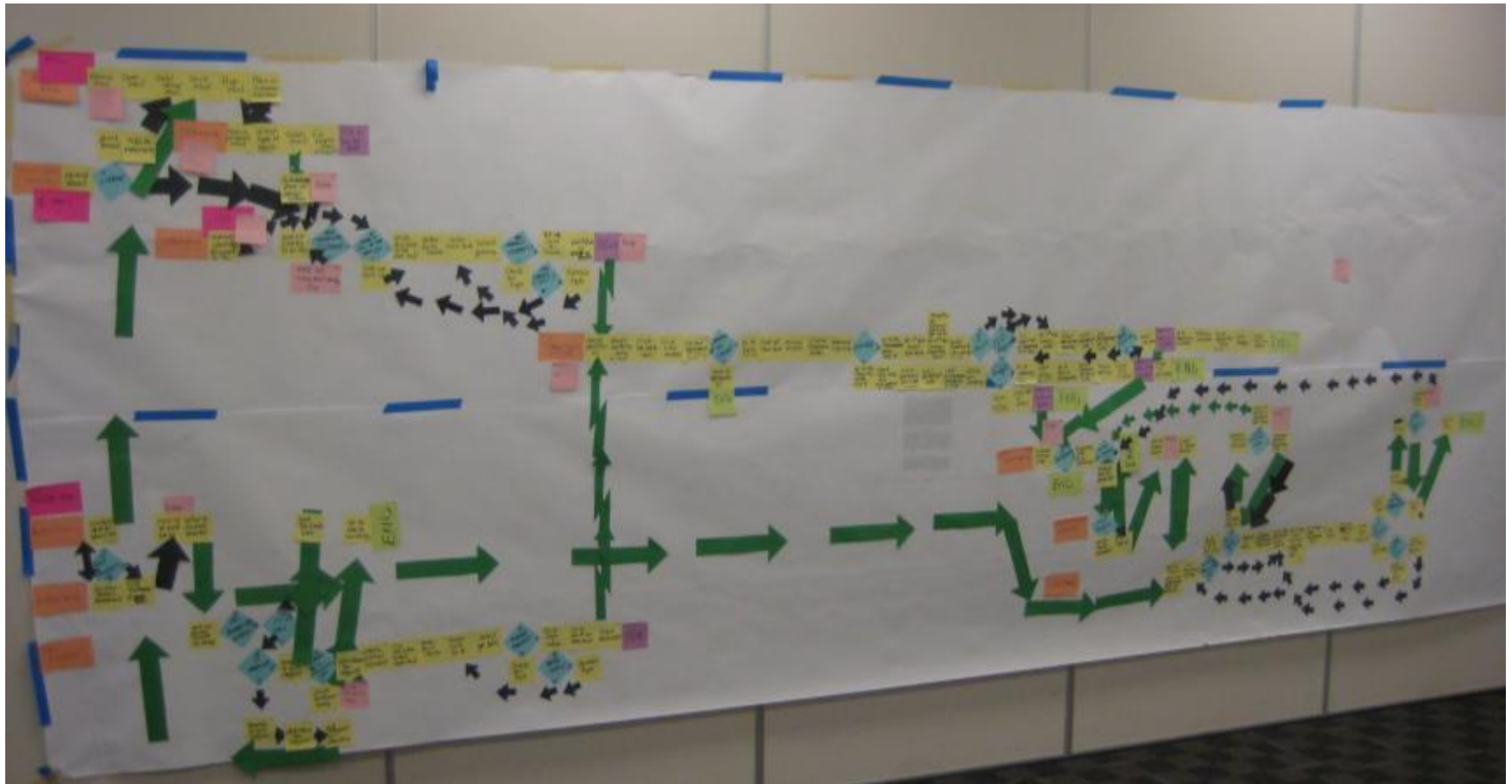Continuous Improvement

Kaizen Methodology
Lisa Michaelson

- ➢ Clear objectives
- ➢ Team process
- ➢ Tight focus on time
- ➢ Quick & simple
- ➢ Necessary resources immediately available
- ➢ Immediate results (new process designed by end of week)
- ➢ 5S "mindset"--use the steps to support the event activities
  - ➢ Sort, Set in order, Shine, Standardize, Sustain

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Current Process
Brandie Mccuen- Burgos

Results-Old Process

Tammy Lamb

	Mail Room	DL Station
Total Steps	109	54
Delays BC	1 delay/1 sec	1 delay/1 sec
Delay WC	11 delays/ 42 days	13 delays/ indefinite
Value Added Steps	1	1
Decisions	23	27
Loop Backs	6	5
Total Handoffs	16	10
Lead Time - Days	9 minutes 29 sec	8 minutes

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Brainstorming
Dave Titcomb

- ➢ Have a Tips and Tricks meeting
- ➢ Expand the authority to approve
- ➢ Automate SR 22/26 and IID
- ➢ Bar coding for TRL requests
- ➢ Generic TRL
- ➢ Online submittal of TRL requests

De-selection Process
Geoffrey Cadogan

- Identifies
  - Impact to customer
  - Difficulty implementing

- Helps to rate/ rank solutions to resolve issues while identifying ease of implementation

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I	III
II	IV

D I F F I C U L T Y

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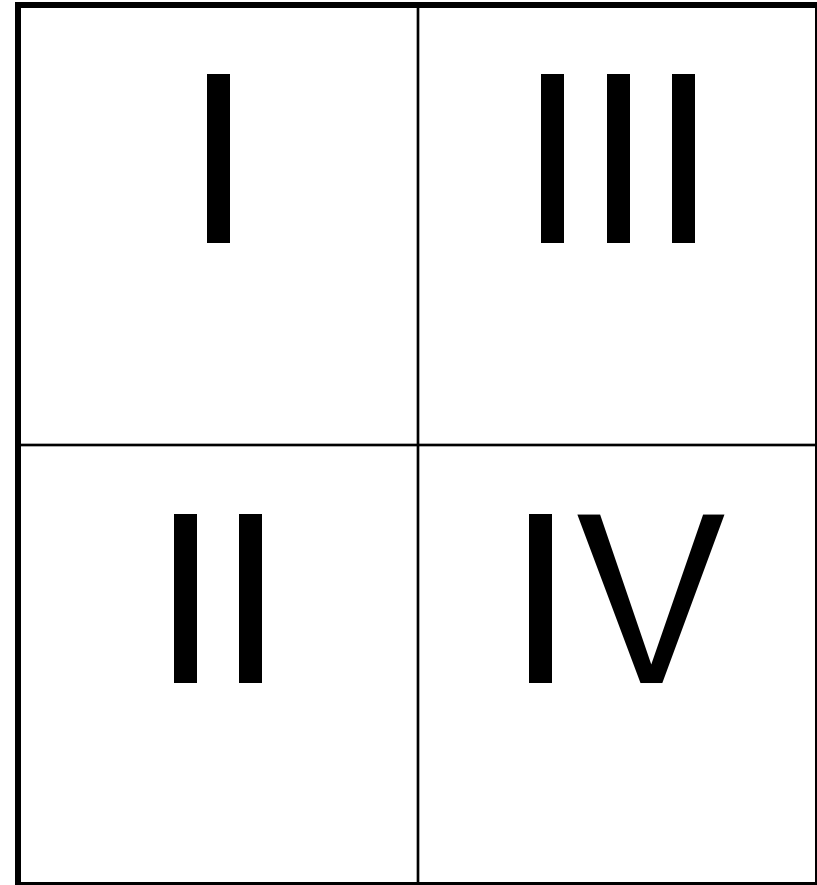
New Process
Dawn Hackleman and Sharon Christensen

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Results-New Process
Brandie Mccuen-Burgos

	Old Mail Room	Old DL Station	New Mail Room	New DL Station	% Change Mail Room	% Change in DL Station
Total Steps	109	54	59	28	45.9%	48.1%
Delays BC	1 delay/1 sec	1 delay1 sec	1 delay/ 1 sec	0 delay/ 1 sec	0%	0%
Delay WC	11 delays/ 42 days	13 delays/ indefinite	6 delays/ 2 days	3 delays to indefinite	95.2%	95.2%
Value Added Steps	1	1	1	1	84.7%	92.9%
Decisions	23	27	17	7	26.1%	74.1%
Loop Backs	6	5	4	1	33.3%	80.0%
Total Handoffs	16	10	3	10	81.3%	0%
Lead Time - Days	9 minutes 29 sec	8 minute	9 minutes 19 sec	8 minutes 22 sec	1.1%	2.8%

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Homework
Sharon Christensen

Item	Item Description	Person Responsible	Due Date
1	Remove unnecessary Queue's of CO's	Dawn	12/10/10
2	Determine why Ankeny Station was using notes at greeting?	Kathy	12/10/10
3	Give Brandie examples of ineligibles that are incorrect	Jane and Dave	1/11/11
4	Change the sanctions notices to include the statement advising the are not entitled to a TRL	Dawn/Kathy	1/11/11
5	Show Dave and Jane how to CC someone in the comments sections and print	Karmella	12/10/11
6	Enable the employment verification form for Dave and Jane	Dawn	12/10/10
7	Cross train new authorized persons for TRL's	Dawn and Karmella	6/13/11
8	Expand authority to approve TRL's	Dave	1/1/11
9	Cross train DL station staff in everything	Karmella	Ongoing
10	Revise approval letter to customer with a checklist	Dawn	2/7/11

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Team Member Experience

Dawn Hackleman

Brandie Mccuen- Burgos

Geoffrey Cadogan

Comments

Lisa Michaelson

Mike Rohlf

We welcome your questions and comments!